Business Objective 1: **Improving Public Confidence**

Related Force Strategic Plan Objective: Promoting Confidence in the use of the railway

	Progress
1.1 Focus:	
• Focus on common types of complaint- currently incivility and assault	Conducted in-depth analysis on incivility at London South. Extensive organisation learning published.Complaints reduction with focus on Incivility and other assault
• Develop understanding of how complaints most commonly occur	Fundamental part of monthly Tasking Meeting
• Improving public confidence in the British Transport Police and the complaints system	Reviewed outward communication to members of the public. Robust KPIs re timeliness and contact. Building relationship with IPCC and proportionality research (GMP Project).
1.2 Utilisation:	
• Through improved data capture and analysis understand common complaints and precursor police activity	Quarterly report through BTPA and Tasking meetings.
1.3 Control:	
• Internal and external scrutiny of performance data	Extensive KPIs and MI through Tasking and SMT meetings.
• Engagement with other agencies to maximise access to knowledge and best practice	Attend all ACPO Complaints, Counter Corruption, Vetting National Conferences.
1.4 Improvement:	
• Development of lessons learned process	Desiminate both general and targetted. Increase in communication through the weekly newsletters. Assessing National Lesssons Learned and IPCC Lessons learned to assess if relevent to BTP
• PSD influence on training development	Input on all recruitment training and all specialst training including leadership training.

Business Objective 2: **Reducing the Incidence of Misconduct**

Related Force Strategic Plan Objective: Deliver value for money through continuous improvement

	Actions
2.1 Focus:	
• Development and introduction of policies and SOPs	PSD are on the communications strategy distribution list and have input in any SOP under consultation. Instigate or attend working groups around core business that affects PSD such as UPP and travel entitlement and substance misuse and social networking.
• Education and understanding of policies and SOPs	All PSD policies are published with communication strategy for each. Targetted publicity campaigns.
2.2 Utilisation:	
• Through improved data capture and analysis understand common	Quarterly report thorugh BTPA and Tasking meetings.
• Use of technology to monitor systems usage	Vigilance Pro. IT relationship
2.3 Control:	
• Internal and external scrutiny of performance data	At SMT, Tasking, FMT, BTPA and other meetings.
• Engagement with other agencies to maximise access to knowledge and best practice	Attend all ACPO Complaints, Counter Corruption, Vetting National Conferences.
2.4 Improvement:	
• Development of lessons learned process	Desiminate both general and targetted. Increase in communication through the weekly newsletters. Assessing National Lesssons Learned and IPCC Lessons learned to assess if relevent to BTP
• PSD influence on training development	Input on all recruitment training and all specialst training including leadership training.

Business Objective 3: **Improving quality**

Related Force Strategic Plan Objective: Deliver value for money through continuous improvement

3.1 Focus:	**Actions**
• Audit and compliance	No Action as Audit and Compliance not introduced
• Changing perceptions about PSD	Publicity through Emails and Intranet and Station Forum, Training and Presentations. Building relationship with TSSA and Federation.
• Develop professional approach to grievance, UPP and Misconduct processes	Review of UPP through Working Group to improve quality. Review of Staff Discipline. The recording of Grievance have been improved, more management information has been provided to the Force. This area of business no longer sits under PSD.
• Optimising financial outlay	All expenditures for travel, expenses and use of the Procurement card are scrutinised. There has been an increased focus on proportionality with regards to PSD investigations ensuring that lines of enquiry requring extensive travel are kept to a minimum. Teleconference facilities are more regularly utilised. More misconduct panels are conducted locally.
3.2 Utilisation:	
• Introduction of Audit and Compliance team	Removed
• Develop marketing strategy and communications plans for PSD	Published departmental communication plan and Lessons Learned communication plan
• Reduce investigation times	Monitored by KPIs at Weekly meeting. PDR objectives
• Introduce analysis of grievance trends	Improvements in recording in Grievances. Reports given to HR to analyse. No Longer PSD owned
3.3 Control:	
• Exercise financial control through four weekly Departmental finance reviews	Financial Review conducted regularly with Finance Management Accountant and agenda item for SMT
• Develop a robust set of business and customer focused key performance indicators	KPIs for 12/13 submitted
• Feedback from support groups and staff associations	Meeting with SAME and Federation once a month as part of panels planning meeting and also separate meetings.
• Design and publish a PSD charter to ensure delivery of quality service to personnel	Draft version completed. Following a review not deemed beneficial. Charter not implemented.
3.4 Improvement:	
• Develop financial analysis system	Process of review with Finance Management Accountant and weekly agenda item in SMT
• Develop IT solutions to reduce bureaucracy	Introduction of Work Trackers and current systems reviewed and proposed action on Lessons Learned, Taint and Business Interest
• Further reduce sickness absence	Monitored at SMT meetings.
• Process map PSD functions	Certain functions have been completed including Intervention Matrix process.

Business Objective 4: **Protecting the Organisation**

Related Force Strategic Plan Objective: Promoting confidence in the use of the railway

	Progress
4.1 Focus:	
• Contribute to recruitment and retention of quality personnel	Input on specialist recruitment such as Firearms officers. Input on all recruitment training and vetting of all recruits
• Ensure and maintain integrity of personnel	Robust investigation of breach of standards and robust vetting
• Corporate risk management	No Longer part of PSD
• Reduce frequency and cost of civil litigation and Employment Tribunals	No Longer part of PSD
• Determining and maintaining appropriate risk financing arrangements	No Longer part of PSD
• Ensure and maintain integrity of information	Information Security attendance on all new physical sites. Advice and input of all IT system projects. Hard Drive usage audited and information security breaches have been investigated.
4.2 Utilisation:	
• Ensure all personnel are vetted to appropriate level	All new personnel vetted to National Standards. Back vetting remains a consideration.
• Police compliance with policies and SOPs	Breaches of compliance are investigated as required.
• Ensure risks are identified appropriately, understood and mitigated	No longer part of PSD.
• Horizon scanning of internal and external PSD interest sources	Annual PSD Stratregic Assessment which incorporates the Corruption Strategic Threat assessment. Resilience Planning.
4.3 Control:	
• Force and SCT management engagement	Regular meetings with DCC and attendance at FMT.
• BTPA PSC, Audit Committee and external audit scrutiny	Regular meetings with PSC.
4.4 Improvement:	
• Closer collaboration with IT, HR and SDD to develop policies procedures and practices.	Specific liaison with selected roles and secondments.
• Contribute to Area stakeholders to support Force and local policing plan objectives	Monthly briefing documents sent to Area Commanders and quarterly meeting with Head of PSD, Area commanders and panel planning with Area.
• Carry out end of case reviews in significant ET's, civil claims and complaint/misconduct cases.	Process designed and under review.
• Increase the accessibility of PSD facilities and personnel to internal and external stakeholders	Availabilty at Station Forums. Allow use of meeting rooms at PSD especially for UPP and Grievances. Liaison with specific departments